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17 NOV 1975

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and  
Technology  
Chairman, Senior Executive Career  
Service Panel

SUBJECT : PDP Part II, Developmental Profiles

REFERENCES : a. Memo for Heads of Career Services fr  
DCI dtd 16 Sep 74, subj: Personnel  
Development Program FY 1975  
b. Memoranda for Career Services fr D/Pers  
(attached)

1. The Developmental Profiles prepared by the Career Service Subgroups as Part II of the Agency's Personnel Development Program have been reviewed by the Office of Personnel and returned to the respective Career Services with annotated comments and observations. As a whole, the Profiles are well begun and most show considerable thought and effort at the Subgroup level. Before being published, however, many need additional work and all should be reviewed at the Directorate level to insure that the degree of uniformity and standardization determined to be beneficial and practical is incorporated in the individual Profiles. The missing element in the Profiles appeared to be an overall review by the Career Service and an effort to establish objectives which would be common for the Service employees as a whole.

2. In the study of the individual Subgroup Profiles, we found a number of innovative ideas and helpful solutions to problems of career track development as well as a few weaknesses which appeared to be common to a large number of the plans. As an aid to the Services in their own reviews and revisions, listed herein are some of the special strengths and weaknesses identified in the submissions.

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Strengths

- a. The use of "Probable" and "Possible" for assignment and training provides a differentiation between the norm or expected and the extra or exceptional.
- b. The inclusion of sections citing Performance Standards, Potential Assignments or Career Opportunities defines more clearly for the employee what is expected for advancement, assignment to particular or special duties, and moves to other career tracks.
- c. A statement of the developmental goal or the purpose to be accomplished by, as well as the priority of, the assignment or training is another way of providing guidance to the employee or supervisor.
- d. The listing of intra or inter Career Service assignments, identified either for specific training purposes or as a rotational tour for longer term development and background broadening purposes, highlights the significance and availability of these assignments.
- e. The identification of special type assignments such as "Special Assistant to Division Chief" or "part-time staff officers on committees or panels" focuses attention on the developmental uses that can be made of these limited, but valuable, opportunities.
- f. The offer of fiscal and financial management training is a reminder of the need for prospective Agency managers to have or to develop this particular management skill.

Weaknesses

- a. As noted above, the lack of review and correlation at the Career Service level is the most prevalent weakness. Omission of Directorate orientation courses, offering of senior schools at widely varying grades and assignment levels, random offering of EEO training, and specifying training courses by incorrect names can all be corrected by adhering to standards established by the Career Service for the development of all of its professional employees.

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b. Some job titles appear to be rather broad and cover too wide a grade range to be significant to the employee. As an example, "junior analyst" or "desk officer" is given as a single entry covering the GS-07 through GS-11 grades. If the title is correct, but the responsibility level is different, consideration could be given to providing a footnote explaining the variation. It is not necessary to use the classification job title if another term is more descriptive, or more commonly used.

3. The second step in the implementation of Part II of the PDP is the publishing and distribution of the Profiles to employees and supervisors, as well as to the employee counselors and Career Boards or Panels. Some Directorates may wish to publish the Profiles in their Personnel Handbooks, others may wish to make them available through the supervisors or counselors. Whatever method is chosen, employees must be made aware of the existence of the Profiles and of the information and service they provide. At the various management training courses when the Agency's personnel management processes are discussed, we find great interest in the concept of the Developmental Profiles and the use that can be made of them. Unfortunately, we also find that many of the participants in the courses have not heard of them nor, in many cases, of the New Approaches to Personnel Management. The Developmental Profiles provide basic data and will become a very effective tool for guidance in career development when made available to concerned personnel. We recognize that as the Profiles are put to use they will probably require further revisions, if not complete changes in some cases. They are meant to be flexible guides, amended as necessary. Office of Personnel representatives will be available for detailed discussions or the exchange of ideas at any time.

4. The target date for publication of the Profiles is 16 January 1976. The Office of Personnel will appreciate receiving copies of the final version of the Profiles.

F. W. M. Janney

F. W. M. Janney  
Director of Personnel

Att.

Appropriate Reference b.

Distribution:

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